SINGLE STOCK FUND

DRAFT 4 OCT 00

Supporting Soldiers...Sustaining Changing

Single Stock Fund

Purpose: **Obtain go-ahead for a SSF Milestones 1 & 2 Implementation Decision**

Discussion Topics:

- **Background**
- **General Officer Work Group Key Issues**
  - **Automation**
  - **Credit**
- **Implementation Readiness Assessment**
- **Discussion**
- **Decision**

How We Got Here - A Historical Perspective -

Continuous CSA Involvement & Commitment

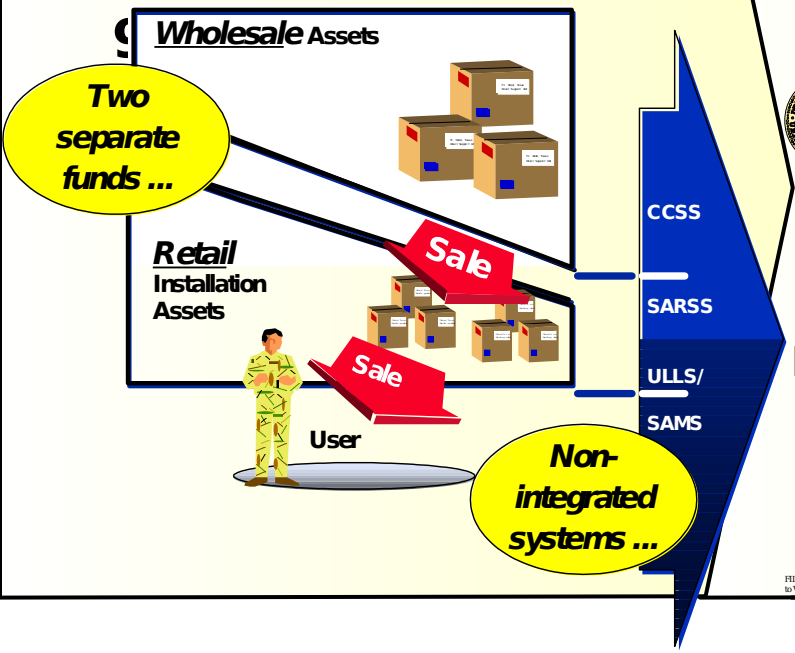
OSD Directed Action

Impending Financial Crisis

VCSA Decision Nov 97

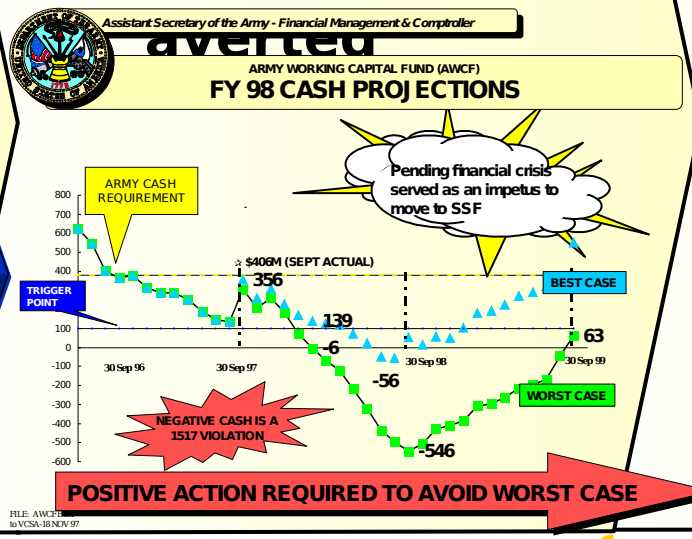
1989

- **Defense Management Review Decision**



1997-1998

- **Financial Unpredictability**
  - **Potential AWCF cash crisis averted**



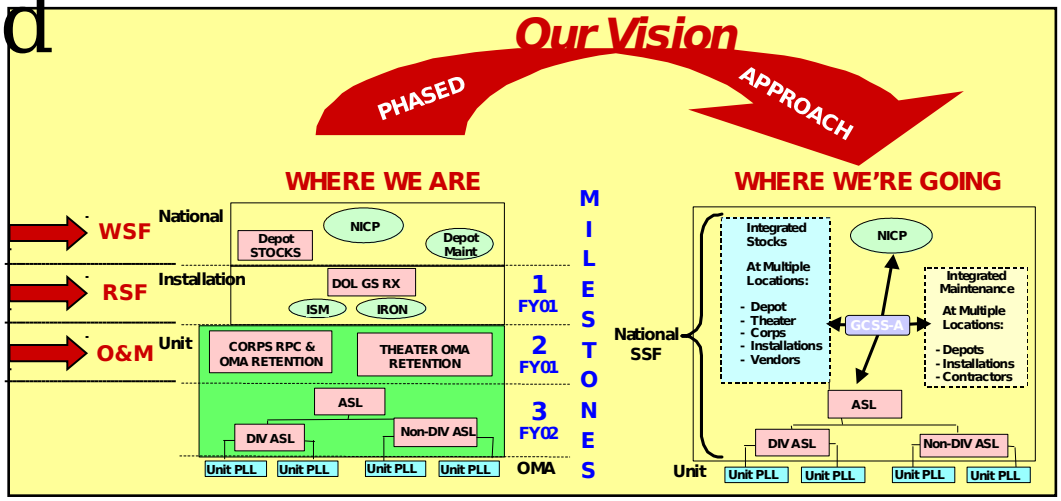
- **Field Requests**
  - **Simpler, more predictable credit system**
  - **Interfaced logistics and financial systems**
- **Corporate Rqt**
  - **Integrated requirements**

Supporting Soldiers...Sustaining Changing

Single Stock Fund

What It Is!

Army initiative that tears down logistics and financial ownership barriers



What It Is Not!

- **A substitute for the Army's Resource Allocation Process**
- **The end state for the Logistics & Financial Information Technology Systems**

Benefits

- **Unified Inventory via…**
  - Improved asset visibility
  - Improved requirements determination
- **Streamlined Operations**
  - Single point of sale
  - Single general ledger
- **Standardized Business Practices**
  - Standard credit procedures & policies
  - Defining what's in/out of the AWCF
- **Enhanced Warfighter Support**
  - Readiness oriented
  - Access to critical stocks
  - Leverage national provider

Supporting Soldiers, Sustaining

SSF Campaign Plan

- A Phased Approach -

OCT 97 | **OCT 99 (Nov 00)** | **OCT 00 (Nov 00)** | **FY02**

MILESTONE 0
CONCEPT
- ✓Maintain Fiscal Solvency & Prep for SSF Implementation
- ✓**TASKS**
- ✓PM Appointed
- ✓Implementation & Analysis Plans Complete
- ✓CCSS/SARSS/STARFIARS Interface & Visibility
- ✓Credit/Pricing Rules Established
- ✓Business Rules: Pers & Mgmt
- ✓POM Adjustment/Efficiency
- ✓Offset/Safety Valve

END STATE
- ✓Automation Credit rules Approved
- Successful Demonstration

MILESTONE 1
CONCEPT
- Incorporate Installation, Theater, Corps AWCF Assets into USAMC Managed SSF

TASKS
- NSMM Implemented
- Installation Costs Associated w/AWCF Borne by AWCF
- One Point of Sale
- Integrated Requirements Determination Process
- POM Adjustment/Efficiency
- Offset/Safety Valve

END STATE
- Demonstration of Integrated Requirements Determination Process.
- Functioning Fiscal Process

Final prep underway

MILESTONE 2

CONCEPT
- Incorporate Non-Deployable Corps and Theater O&M Retention Stocks Into SSF

MILESTONE 3

CONCEPT
- Incorporate All O&M Sto Above PLL/Shop Stock In SSF

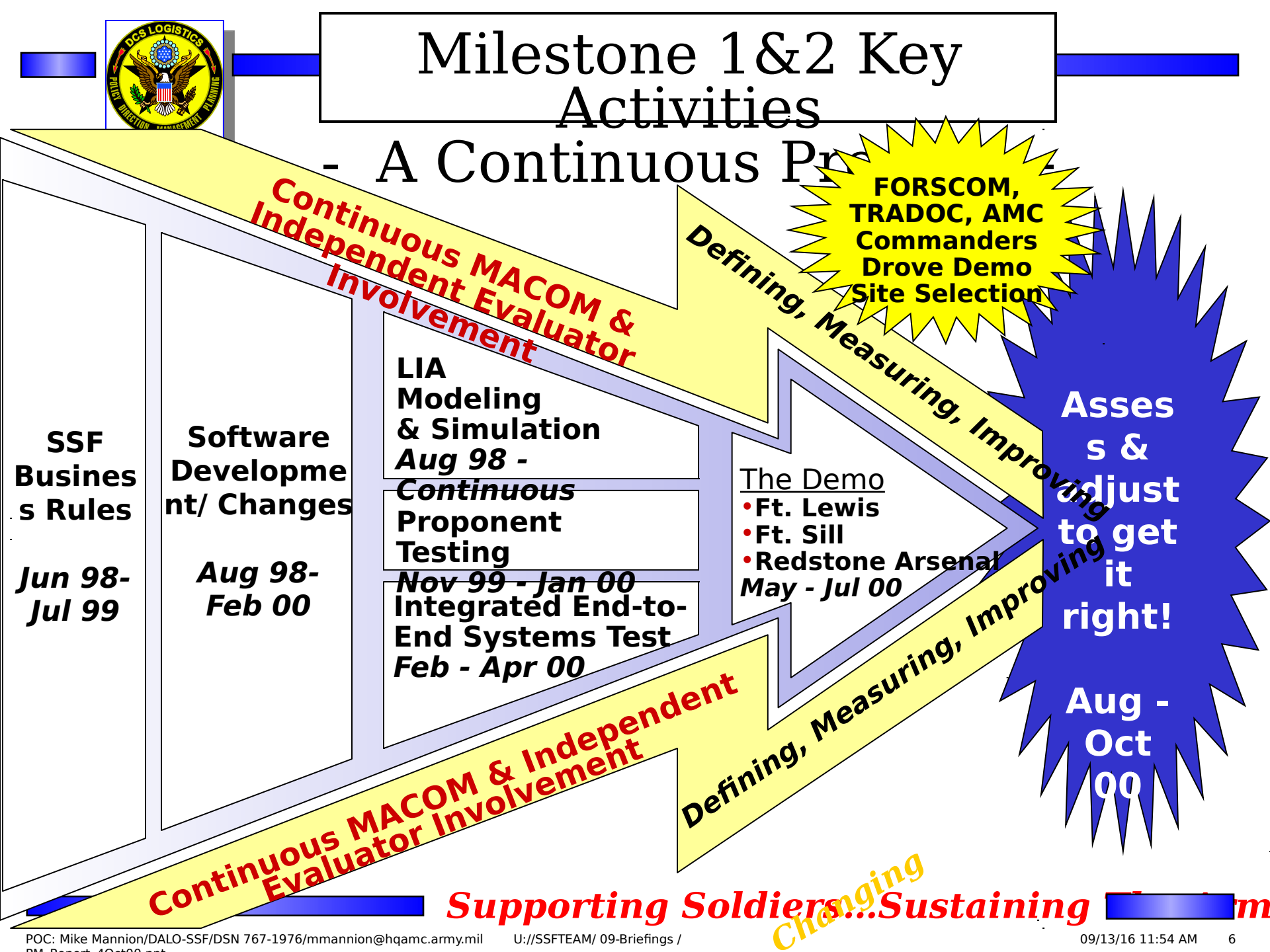
Planning ongoing

Event Driven!
Schedule adjusted:
- Extra year of retention stocks
- Consolidated Milestones 1&2
- Slipped Milestone 1
- Delayed Demo & Implementation by one month

Supporting Soldiers…Sustaining

Changi

Milestone 1&2 Key Activities - A Continuous Pr



Supporting Soldiers....Sustaining Changing

What the Demo Sites Achieved

Installation staffs worked through the issues to get it right for the rest of the Army

Demo Sites Operating Under SSF Supply, Maint Financial Procedures	Identified System Problems	Identified Procedural Issues	Validated Fixes	Captured lessons learned
AMC	• Credit • End-of-Day	• Catalog synchronization • Workloading procedures • DODAAC/RIC • Synchronization of financial systems	• Automation • Procedural	• Training Packages • Systems & procedure enhancements
FORSCOM				

Smoother Army-Wide Implementation!

- ✓ $48.3M of Inventory Capitalized
- ✓ 70 Thousand requisitions processed
- ✓ 3 General Ledgers closed

Anyone can open a Problem Report, but only the originator can close Problem Reports

Supporting Soldiers...Sustaining Changing

Additional Demo Benefits

- **Thorough scrub and cleanup of financial & logistics records prior to conversion**
- **Identified differences in OPLOC procedures**
- **Identified non-standardized procedures**
- **Documented SARSS disconnect & reconnect procedures**
- **Scrubbed the AWCF - removed non-SARSS/AMCISS**
- **Eliminated retail stock fund General Ledger management & reports**
- **Systems Enhancements**
  - **ILAP new reports - Automated research tools**
  - **Streamlined SARSS - financial reconciliation process**
  - **SARSS - automated movement of unserviceables from turn-in to repair sites**

Field Requests

Previously a manual process

The Roadmap to the October 00 Implementation Decision

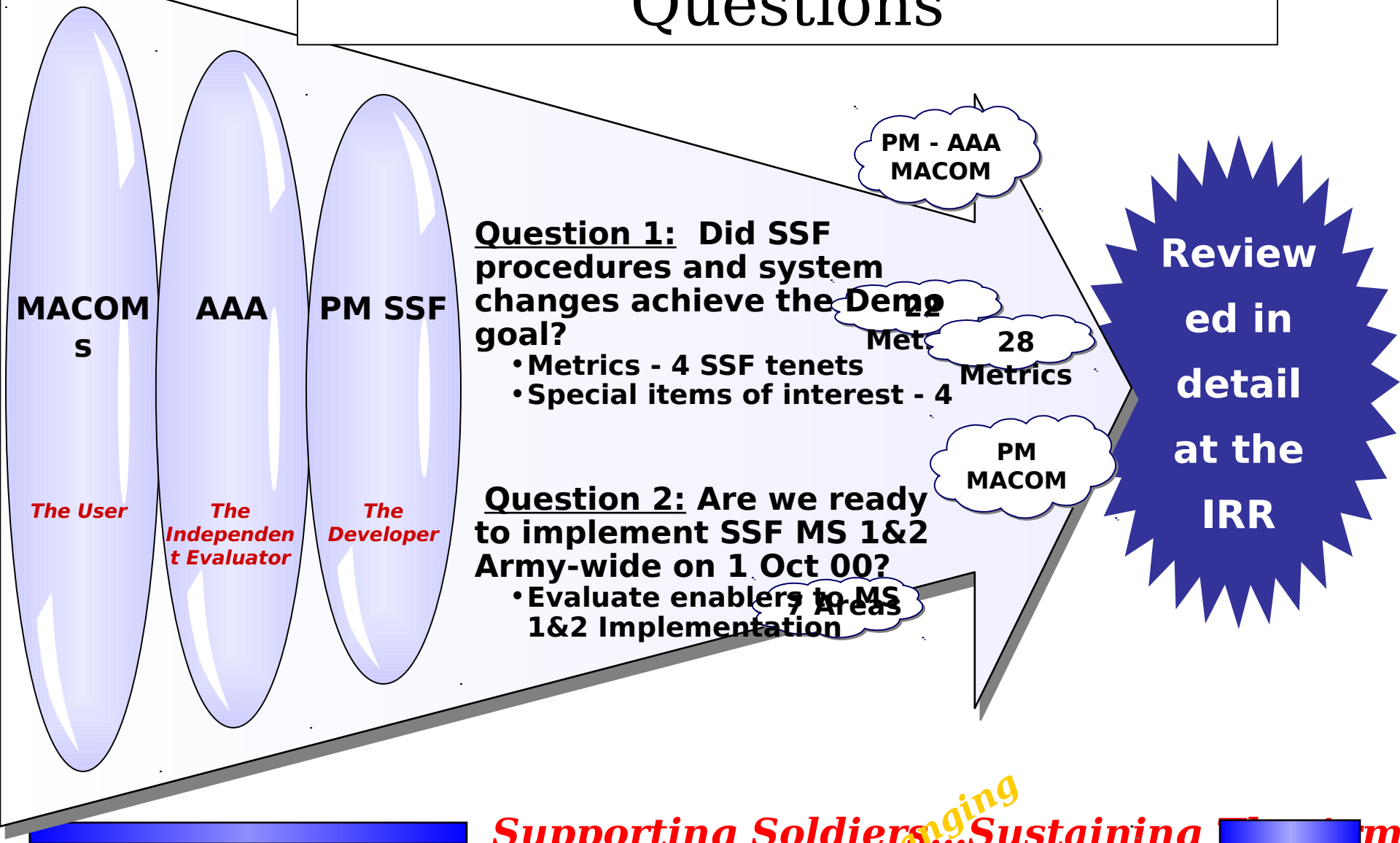
Review of:
- **Demo operations**
- **Enablers to move forward**

Date	Event	Who's involved
23-24 Aug 00 ✓	Implementation Readiness Review (COL/GS-15 Level)	MACOMs, ARSTAF Secretariat, AAA
30 Aug 00 ✓	SSF General Officer Work Group ☆☆	MACOMs, ARSTAF Secretariat, AAA
5 Oct 00	SSF Executive Steering Committee	ASA(FM&C) DA DCSLOG DCG, AMC
19 Oct 00	SSF Board of Directors ☆☆☆☆	CSA/VCSA DA DCSLOG CG, AMC CG, EUSA CG, FORSCOM CG, TRADOC CG, USAREUR

Army Commanders Conference

Supporting Soldiers…Sustaining Change…

The Evaluation Process Three Views - 2 Major Questions



Synopsis of the Aug 00 GOWG Critical Issues

30 Aug - CSA Decision

- Delay Implementation by 30 days - Resolve Issues
- Install fixes at Ft. Lewis
- Augment Ft. Lewis staff
- Provide financial safety net
- Decision forum - 19 Oct 00

- **Issue 1: Automation**

  Install & validate remaining software fixes to resolve documented problems

- **Issue 2: Automation**

  Resolve open high priority Problem Reports

- **Issue 3: Credit - Get it right!**

  A. Resolve outstanding transactions

  B. Scrub the process to make sure it's sound

  C. Improve timeliness

Independent Evaluator & PM key concern

Issue 1: Automation
Install & Validate Remaining Software Fixes

- **Mitigation Plan: Install changes at one site (Ft. Lewis), augment installation staff**

- **Actions:**
  - ✓ **Software releases successfully installed 5 Sep 00**
  - ✓ **Support personnel positioned at Ft. Lewis**
  - ✓ **All associated High Priority Proble… Reports on track to be validat…**

30 Aug - CSA Decision

- Delay Implementation by 30 days - Resolve Issues
- ✓ Install fixes at Ft. Lewis
- ✓ Augment Ft. Lewis staff
- Provide financial safety net
- Decision forum - 19 Oct 00

- **Status:**
  - **Software functioning properly**

Issue 2: Automation
Resolve Open High Priority Problem Reports

- **Mitigation Plan: Develop & execute Problem Report Validation Plan**
- **Actions: Open Problem Reports**

Rating Category	30 Aug	2 Oct	18 Oct
Critical	0	0	0
High	28	2	0
Moderate	36	26	18
Low	2	2	2
Total	66	30	20

Total Demo PRs = 217

* 4 Rating Categories

- Critical - needed during Demo
- High Priority - need for Implementation
- Moderate - routine upgrade
- Low - minimal impact

- **Status:**
  - ✓ All Critical & High Pri Demo PRs on track for resolution--closed by originator
  - ✓ Process in place to report & work post-Demo Action Items
  - Moderate PRs will be reduced by 50%, reduced to zero by Jan 01

Issue 3A: Credit
Resolve Outstanding Demo Credit

- **Mitigation Plan: Position cross-functional Tiger Team to tackle unresolved Demo credit--result of systems problems**

- **Actions:**
  - ✓ **"Tiger Team" restored outstanding Ft Lewis and Ft Sill Credit ($5.5M)**
  - ✓ **Scrubbed each transaction**
  - ✓ **Coordinated with installation/MACOM personnel**

Manually reviewed every transaction

No new issues identified

- **Status:**
  - **Action Completed**

Issue 3B: Credit

Scrub credit process to ensure it's functioning properly

- **Mitigation Plan: Validate Credit Flow**

- **Actions: Developed phased validation plan**

27 Aug - 16 Sep 00

  - ✓ **Phase 1: Mapped and tracked the actual credit flow, customer to the National System for Ft. Lewis units**

MACOM, AAA, DFAS, PMO Team

  - ✓ **Phase 2: Validate final CCSS Sy**

2-5 Oct 00

  - **Phase 3: Take random files, track them through installation, wholesale, and DFAS systems**

6-11 Oct 00

- **PM Assessment:**

  - **Phase 1 & 2 Accomplished**

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The Credit Process

2 Field Turn-In site
AWCF SARSS-1

SSA

3 National Financial System

Credit Granted

AMC

1 Customer Turn-In Transaction

4 Field Financial Systems

Customer

To The Customer

Credit Validation Process

- **Step 1: Pull SSA turn-in files**
- **Step 2: Compare input and output transactions at every stage and location of the process**
- **Step 3: Measure processing time at each stage**
- **Status: 7 Sep 00 Ft. Lewis file pulled, validated through two thirds of the systems cycle**
  - **Results:**
    - **100% match of files**
    - **No unknown systems issues identified**
    - **Processing time - 3.5 days**
- **Next Step: Repeat process with Oct files and follow through the complete systems cycle**

Goal: Ensure process is accurate

Goal: Ensure process is timely

Disciplined Review Process

Issue 3C: Credit
Improve Timeliness

- **Mitigation Plan:**
  - **Coordinate with DFAS to synchronize and standardize processing times/cycle runs**
  - **Scrub SSF Demo process for potential improvements**

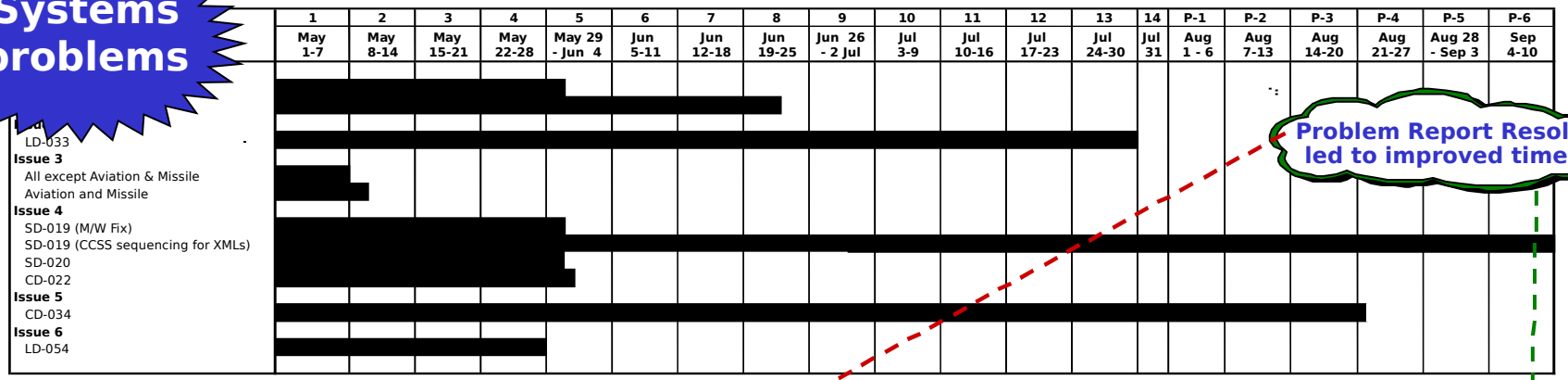
- **Actions:**
  - ✓ **Synchronized processing cycles**
  - ✓ **Integration of procedural "lessons learned"**
  - ✓ **Recurring workshops with OPLOCs to continue to refine the process**

- **Status:**
  - **DFAS plan developed**
  - **Implementation Army-wide FY 01**

Systems & Procedural Fixes Improved Timeliness

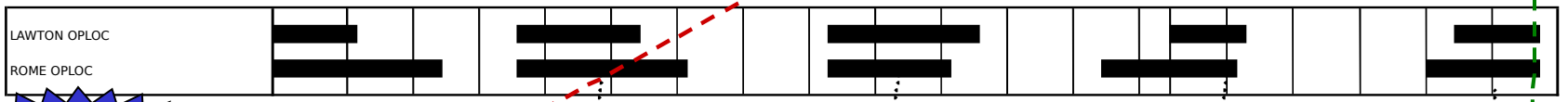
Systems problems

Credit-Related Problem Report Resolution



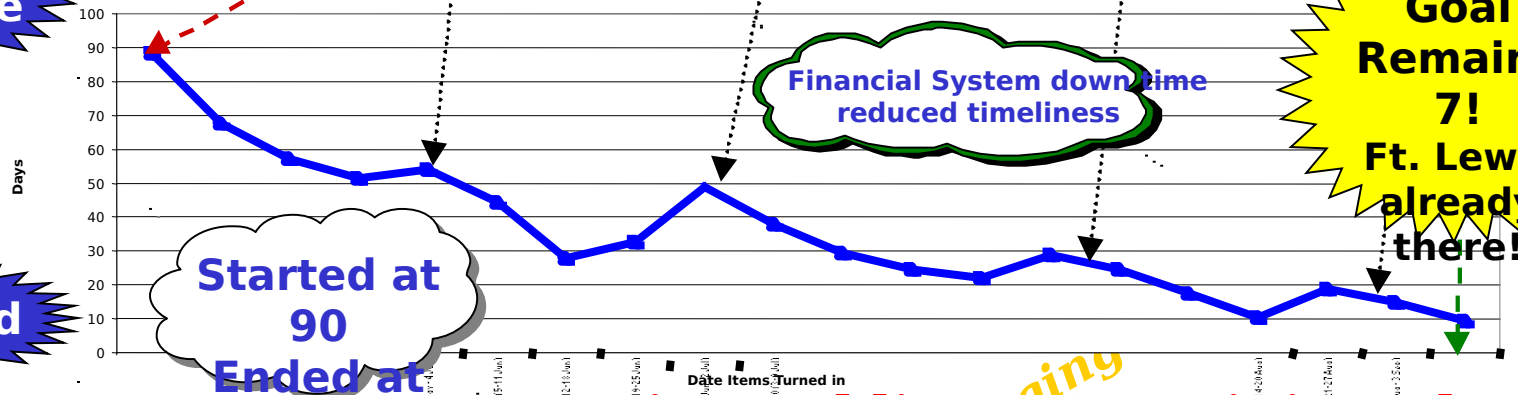
Problem Report Resolutions led to improved timeliness

Demo OPLOC Down time



OPLOC Downtime

All Demo Sites
Average Days to Receive Credit



Financial System down time reduced timeliness

Goal Remains 7! Ft. Lewis already there!

Scorecard

Started at 90 Ended at 9

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Credit Key Points

- **CCSS sequence problems to be resolved with 1 Oct 00 release**
- **When the financial systems are down, Credit Timeliness gets worse**
- **Timeliness improving with continued System Cleanup!**

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✓ Issue 1: Automation

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✓ Issue 2: Automation

- Resolved open high priority Problem Reports

✓ Issue 3: Credit

- Resolved outstanding transactions
- Scrubbed the process to make sure it's sound
- Improved timeliness

Revised SSF Implementation Schedule

	2000 Nov		Dec	2001 Jan	Feb		Mar
Hub CTASC	**TRADOC Ft. Benning**	**FORSCOM Ft. Hood**	**FORSCOM Ft. Bragg**	**USAR 55th MMC**	**EUSA 19th TSC**	**USAREUR 3d COSCOM**	**USARPAC Pearl Harbor**
Hub CTASC-Supported Installations	• Ft. Huachuca • Ft. Gordon • Ft. Leavenworth • Ft. L. Wood • Ft. Jackson • Ft. Lee • Ft. Knox • Ft. Detrick	• Ft. Hood • Ft. Carson • Ft. Riley	• Ft. Bragg • Ft. Stewart • Ft. Polk • Ft. Drum • Ft. Campbell	• Ft. Belvoir • Ft. Dix • Ft. Devens • Ft. Meade • Ft. Myer • Ft. A.P. Hill • DSSW • USMA	• Waegwon • Pusan • Cp Humphrey • Yongsan	• Kaiserslautern • Baumholder • Pirmasens • Wurzburg • Hanau • Boeblingen • Mannheim	• Ft. Wainwrigh • Ft. Richardso • Sagami Depot • Camp Kinser • Ft. Shafter • Schofield Bks • Ft. S. Houston
Other Tactical Installations and CTASCs	• Ft. Bliss (Ft. Hood CTASC)	• Ft. Irwin, Ft. McPherson (Ft. Lewis CTASC) • Ft. Benning, Ft. Eustis (Ft. Benning CTASC)	• Ft. Rucker (Ft. Benning CTASC) • Kansas ARNG COE (ARNG CTASC) - disconnect & reconnect	• Ft. McCoy (321st MMC CTASC)	Specific installation adjustments made at Field's request to minimize		
AMC Sites	14 ARNG COE Sites (ARNG CTASC)		• Ft. Monmouth • Detroit As'nl • Picatinny As'nl	• Aberdeen PG • Dugway PG • White Sands PG • Yuma PG			

May 00
Ft. Sill
Ft. Lewis
Redstone Arsenal

AMC Installations do not tie into a CTASC

As of 31 Aug 0

Changing

Supporting Soldiers...Sustaining

Summary

- **Final SSF Automation and Credit Issue being Resolved now**
- **SSF on track for 1 Nov 00 Implementation**

Recommendation: Proceed to 4-Star BOD

Back-Up Charts

Post-Demo Action Items

- **28 Initiated (10 already closed, 18 being scrubbed now - in work - No show-stoppers)**
- **Critical/hi pri's worked immediately (none to date)**
- **Routine items prioritized & passed to system proponents for resolution**

Demo Problem Report Update

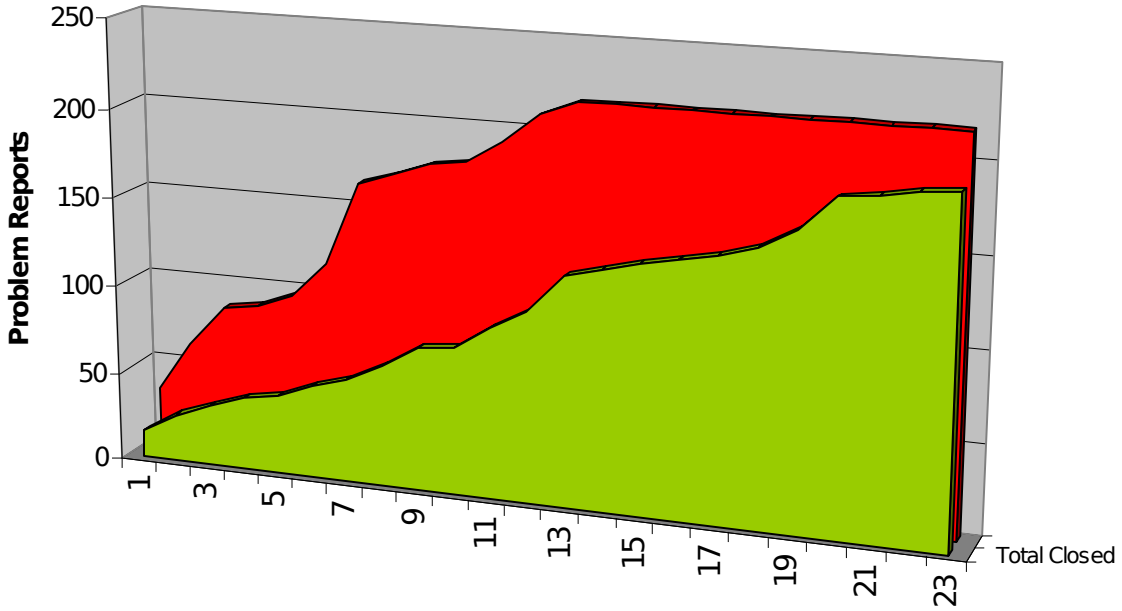
- Twice weekly agency/installation SSF Demo Conference Calls (18+ Organizations)
- Problem Reports

Problem Reports	Closed	Open	Total
Ft. Lewis	62	18	81
Ft Sill	48	-	48
Redstone	13	01	14
Others	61	13	74
Totals	**184**	**32**	**217**

Closed PRs in Relation to Total PRs

SSF Problem Reports Activity

Demonstration Weeks 1 - 23



	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Total Closed	16	27	34	41	45	53	58	68	81	83	96	107	128	134	139	143	147	153	164	183	185	189	191
Total PRs	34	63	86	89	96	117	163	170	177	180	193	209	217	217	217	217	217	217	217	217	217	217	217

Demo Problem Report Process

Problem Identified - Priority Assigned by Originator

National Operations Center problem officially logged, forward to applicable resolution agent

Fix Installed

Originator validates that fix resolves the issue

4 Rating Categories

- **Critical** - needed during Demo
- **High Priority** - need for Implementation
- **Moderate** - routine upgrade
- **Low** - minimal impact

IRR Results: Demo Goal Attainment

AAA assessments I will be separately briefed

DEMO GOAL ATTAINMENT

	PM Rec	FORSCOM	TRADOC	USAREUR	USARPAC	MDW	EUSA	USAR	USARNG	AMC	ASA-FM&C	DALO-SM	DLA	DFAS	AAA	Issues	Get Well Plan
Single Point of Sale	G	G	A	A	A	G	A	G	G	G	G	A	G	A	A	• Demo open High Priority Problem Reports involving financial issues	• High Pri Problem Reports to be tested, validated & closed by 15 Sep 00
Single Credit Process	A	R	R	R	R	R	R	R	R	A	A	R	G	A	R	• Open Demo PRs • Timeliness • System downtime	• Process Team researching causes - Will update at 30 Aug 00 GOWG
Integrated Requirements	G	A	A	A	A	G	A	A	A	G	G	A	G	-	A	• AAA reported that CCSS has incorrect RO values in some cases	• CSC St. Louis is researching, will address at GOWG
Nat'l Maintenance Mgt.	A	R	R	R	R	A	A	A	A	A	A	A	-	-	A	• Transition from minimal Demo procedures to complete MS 1&2 workloading issues	• AMC published detailed SOP on 22 Aug 00
Materiel Readiness	A	A	A	A	A	A	A	A	A	A	A	A	-	A	A	• Some key metrics (zero balance, demand satisfaction) below tolerance	• Continuing to assess • Relooking adequacy of some measures
RON/DON	G	A	G	A	G	G	G	G	G	G	A	A	-	-	G	• Concern about effects at Milestone 3 (MS 3)	• MS3 Process Action Team issue
Partial Issues	G	G	G	A	G	G	A	G	G	G	G	A	-	G	G	• Concern about effects at MS 3	• MS3 Process Action Team issue
Shared CTASC	G	A	G	G	G	G	G	G	G	G	G	G	-	-	G	• Doctrinal concern about requirement for AMC to staff CTASC positions	• TRADOC working the issue

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Implementation Readiness Assessments

		PM Recom	FORSCOM	TRADOC	USAREUR	USARPAC	MDW	EUSA	USAR	USARNG	AMC	ASA-FM&C	DALO-SM	DLA	DFAS	Issues	Get Well Plan
MILESTONE 1&2 IMPLEMENTATION READINESS	Automation Readiness	A	R	R	R	R	R	R	R	R	A	A	A	-	A	• Large number of open Demo PRs • Potential for disruption of normal end of FY closeout actions	• Aggressive effort to fix, test & validate PRs • Teaming effort to assist installations
	Implementation Team Readiness	G	G	G	G	G	G	G	G	G	G	G	G	-	G	N/A	N/A
	Conversion Team Readiness	G	G	G	G	G	G	G	G	G	G	G	G	-	G	N/A	N/A
	Training Readiness	G	G	A	G	G	G	G	G	G	G	G	G	-	G	• Concerns about finance/ ISB-related training	• SSF PMO action to coordinate with DFAS
	Non-SARSS/non-AMCISS NAMI System Exclusion	G	G	G	G	G	G	A	A	G	G	G	G	G	G	• EUSA addressed unique IFS/STANFINS issue • USAR concerned about IFS buyout UFR	• SSF PMO action to coordinate with EUSA and USAR
	MACOM Concern: Resource Environment Readiness		A	R	A	A	A	R	A	A	A	A	A	-	-	• Multiple issues include sustaining buying power, loss of Commander's flexibility, stabilizing of prices and credit, $250 interfund bills, impacts on installation workloading	• HQDA (ARSTAF and Secretariat) commitment to work

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Rating Process

Risks Embedded Into These Ratings

IRR "Voters"

- **FORSCOM**
- **TRADOC**
- **USAREUR**
- **USARPAC**
- **EUSA**
- **AMC**
- **USAR**
- **ARNG**
- **MDW**
- **ASA(FM&C)**
- **DALO-SM**
- **DLA**
- **DFAS**

Definitions

Green	**No significant issues exist that would delay a 1 Oct 00 start to implementation.**
Amber	**Significant issues exist, but impacts considered manageable and should not delay a 1 Oct 00 start to implementation.**
Red	**Implementation showstoppers exist that will prevent a 1 Oct 00 start to implementation.**

Key Assessment Questions

1. Did the SSF procedures and system changes achieve the Demo goal?

Measured by:
-Demo Exit Criteria
-SSF GOWG Special Interest Areas

2. Are we ready to implement SSF Milestone 1 & 2 Army-wide on 1 Oct 00

Determined by:
- Identifying Significant Issues
- Determining Appropriate Solution
- Assessing risk

AWCF-SMA Metrics

Includes all MACOM inputs

Performance

Benefits

Senior Leadership Scorecard

FY00 - FY01 (Short Term)
- AWCF Financial Indicators
- Readiness Indicators
- Dollar Value of RO
- Dollar Value of Inventory

FY02 - Continuous (Long Term)
- Monitor AWCF Performance
- Procurement Offse

Control mechanisms
- AMC RA
- AWCF Metrics
- APRG
- AARG

Majority of benefits will be realized when SSF processes develop & mature…

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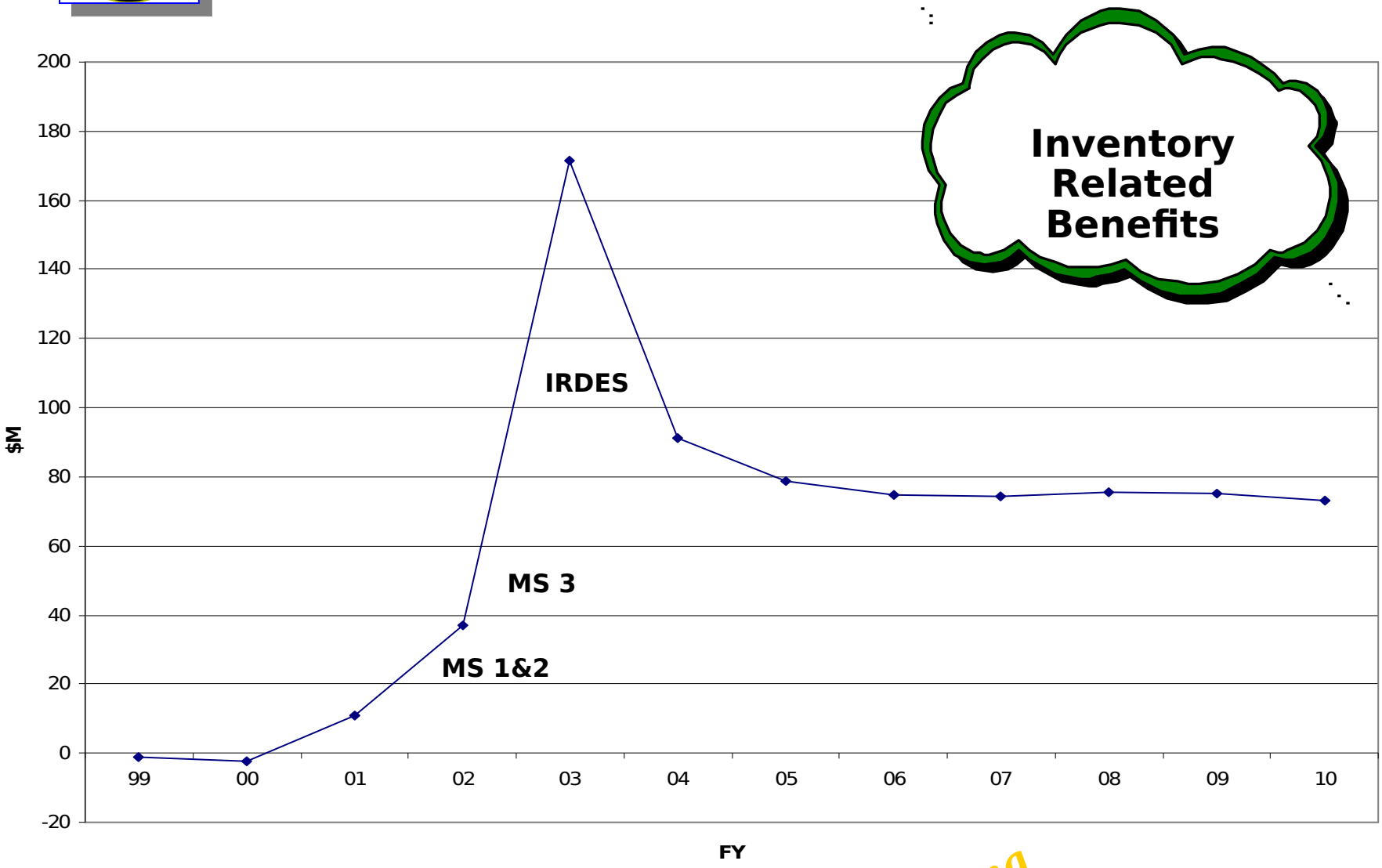
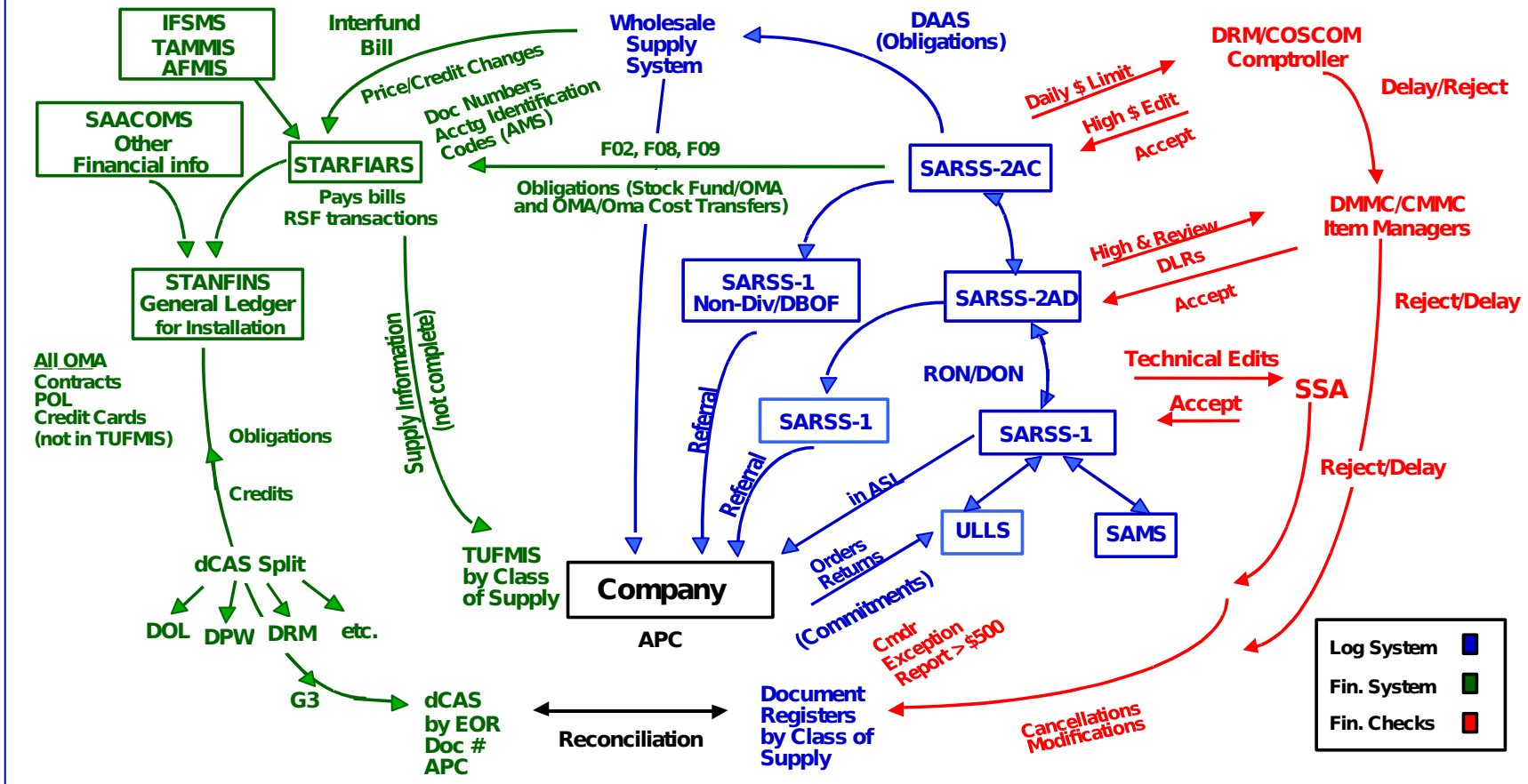
CBA Benefits Projections



Complexity



Velocity Management

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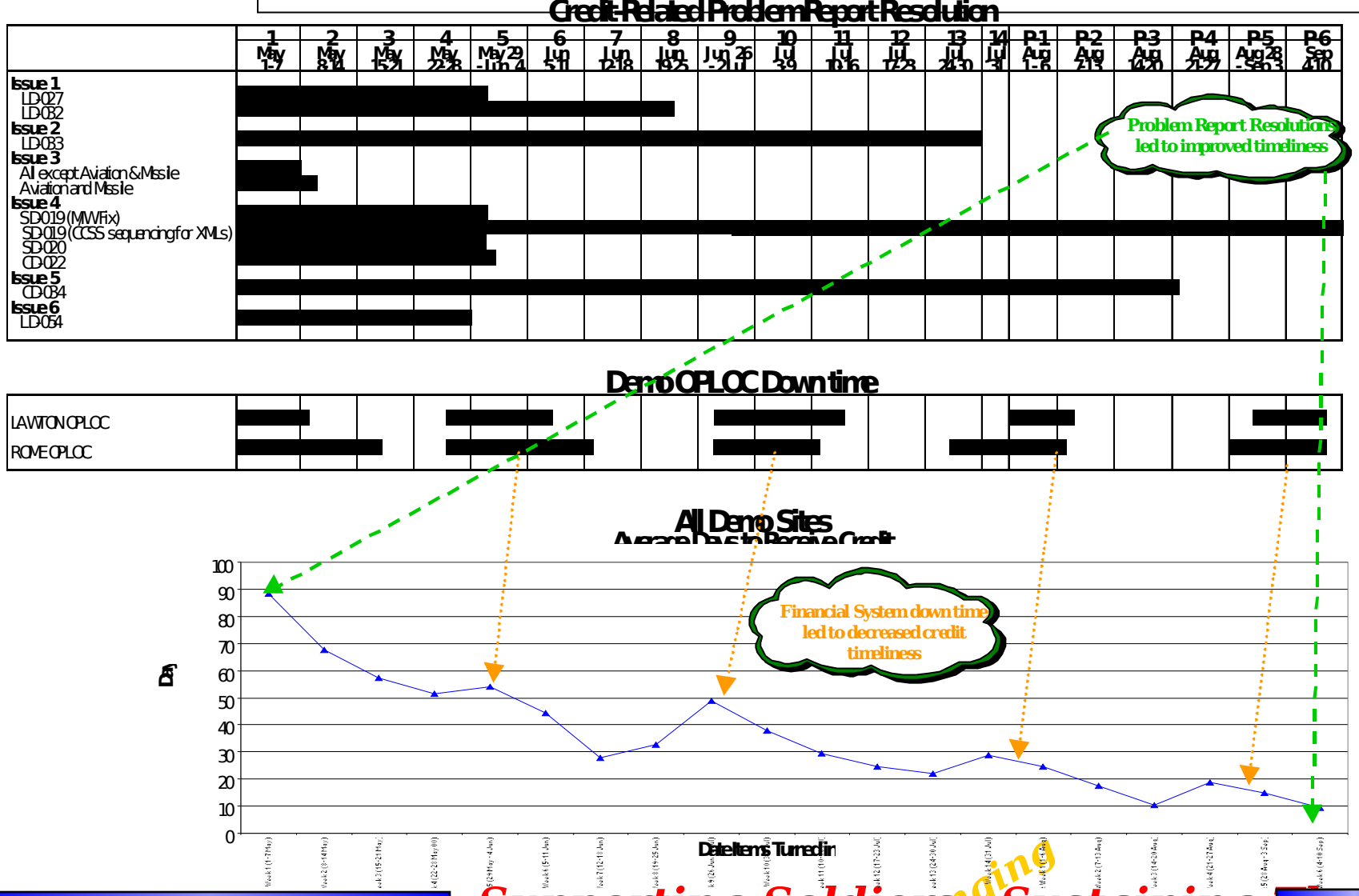
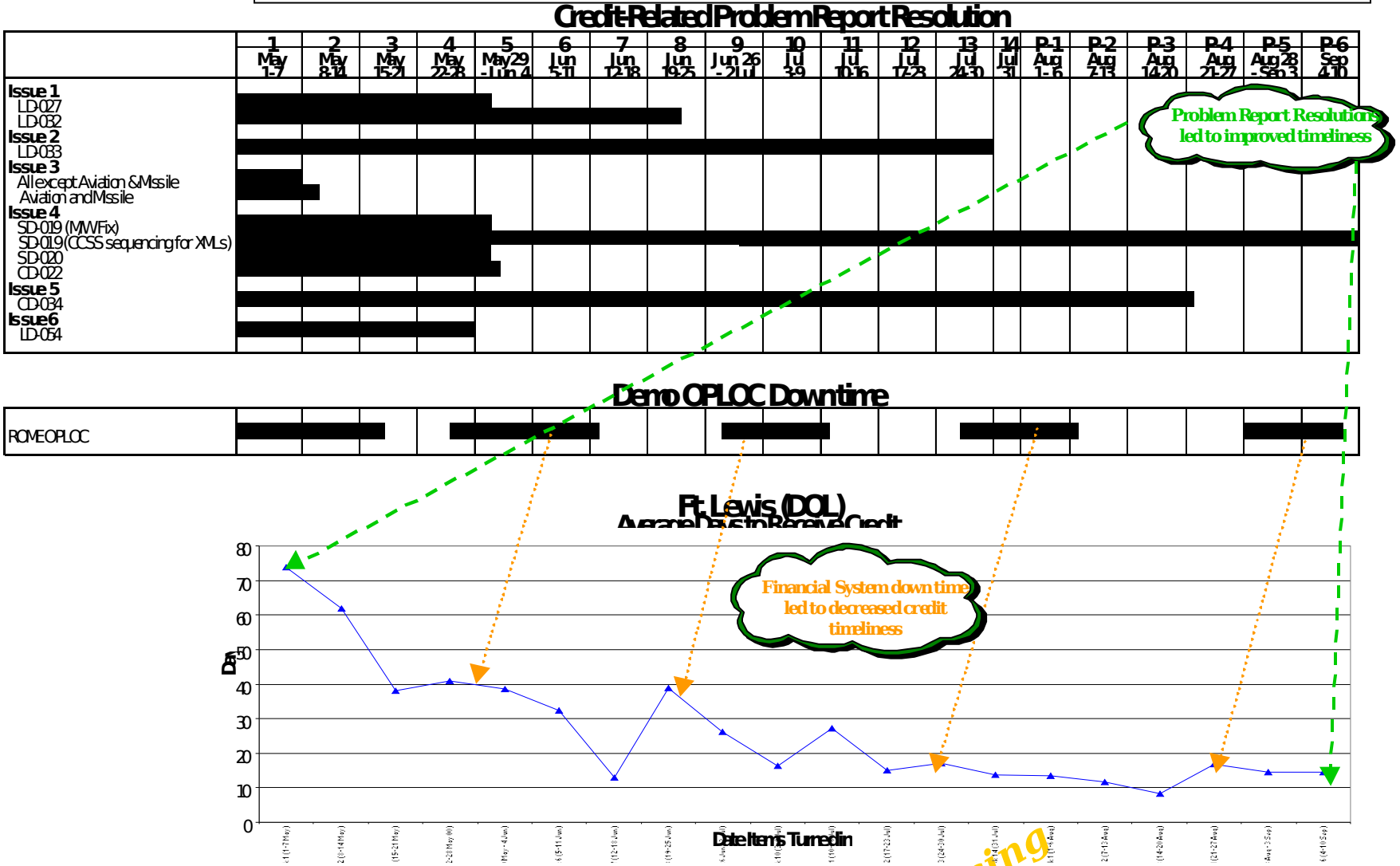
Credit Timeliness Slides

Credit Timeliness- All Demo Sites



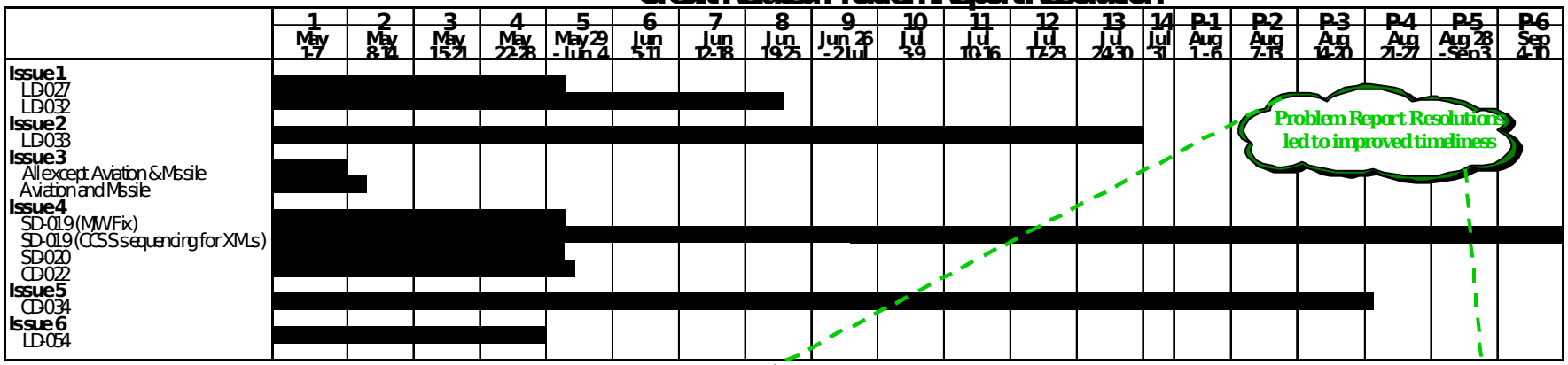
Credit Timeliness
Backup Slides

Credit Timeliness-Ft. Lewis (DOL)

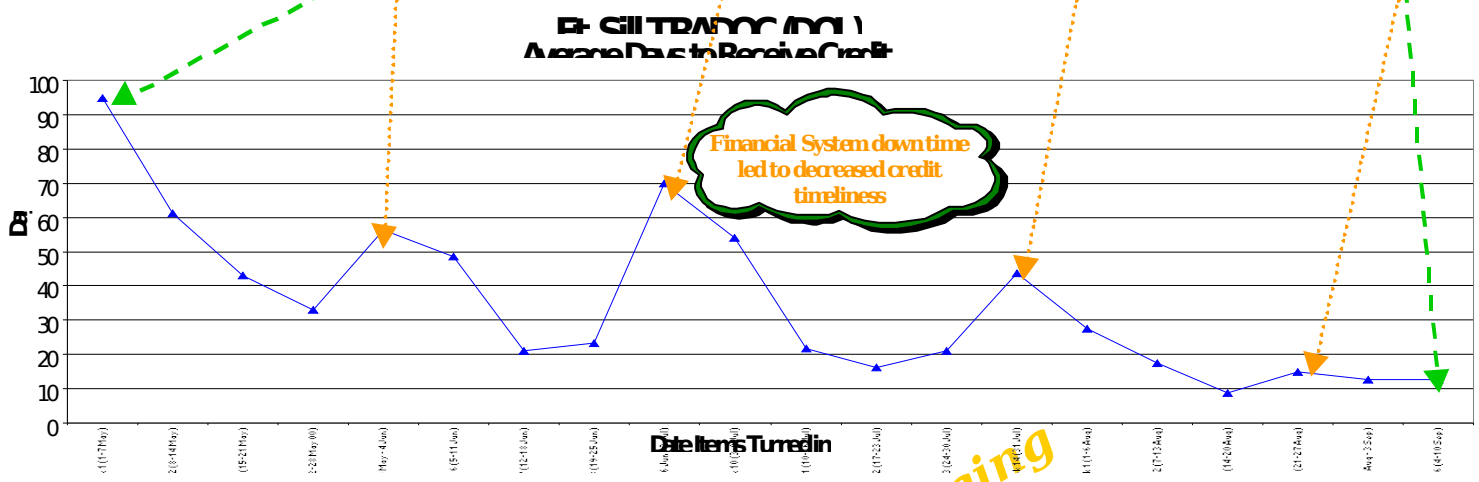


Credit Timeliness-Ft. Sill (DOL)

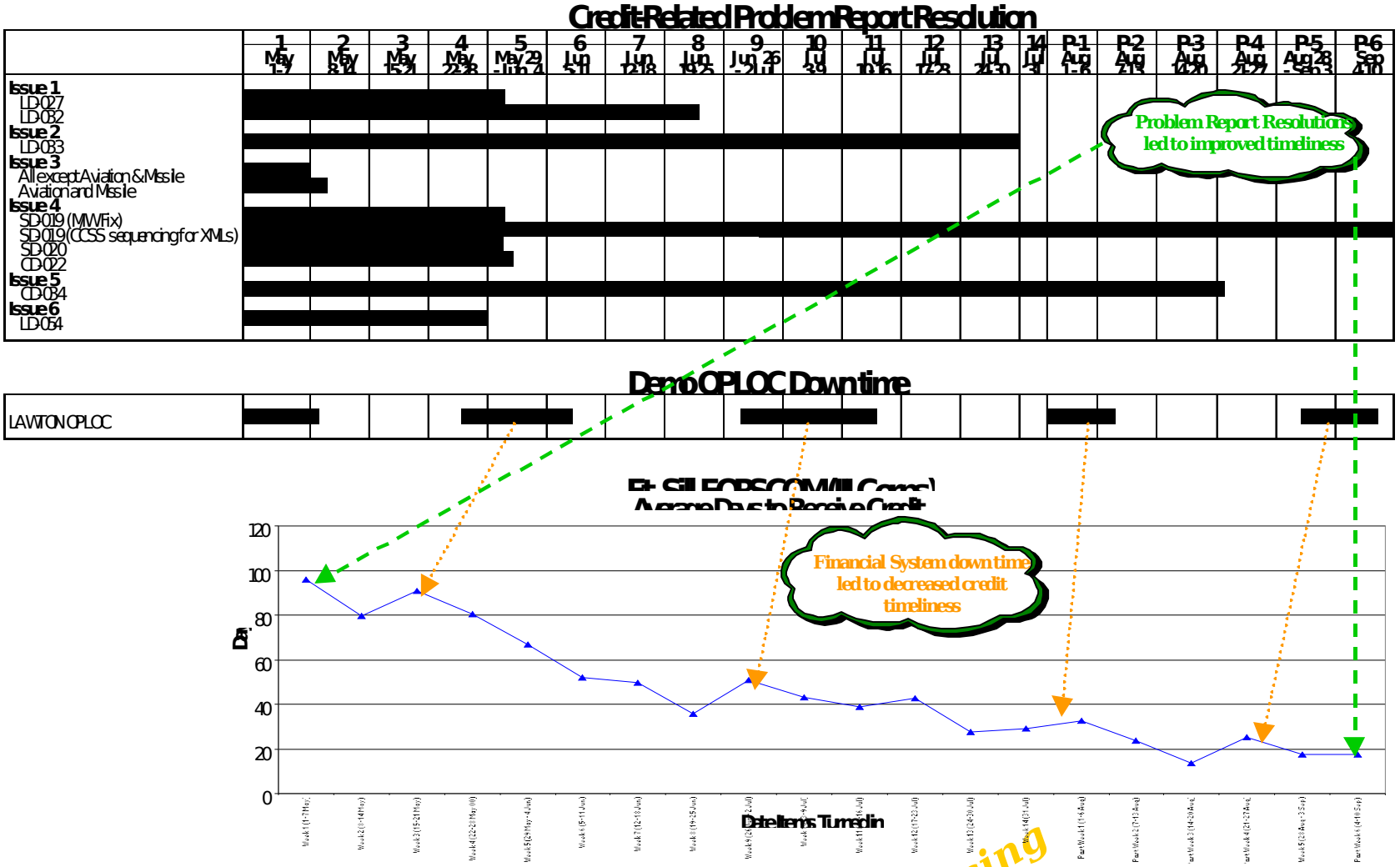
Credit-Related Problem Report Resolution



Demo OPLOC Downtime



Credit Timeliness-Ft. Sill (III Corps)



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Ft. Lewis (DOL) Credit Timeliness

Ft. Lewis Days to Receive Credit

(As of 2 Oct 00)

Count of Days to Receive Credit						
	1-7 Days	8-15 Days	16-30 Days	> 30 Days	Not Rcvd	Grand Total
Pre-Demo	2		16	312	5	335
May	17	131	305	1433	10	1896
June	215	455	169	432	8	1279
July	650	153	84	239	11	1137
August	402	404	232	90	27	1155
September	306	93	9		14	422
Grand Total	1592	1236	815	2506	75	6224

Ft. Sill (DOL) Credit Timeliness

Ft. Sill TRADOC Days to Receive Credit

(As of 2 Oct 00)

Count of Days	1-7 Days	8-15 Days	16-30 Days	> 30 Days	Not Rcvd	Grand Total
					Not Rcvd	
May	1	22	52	88	1	164
June	68	18	124	145		355
July	108	51	2	72	1	234
August	42	157	53	25		277
September	6	86	4			96
Grand Total	225	334	235	330	2	1126

Ft. Sill (III Corps) Credit Timeliness

Ft. Sill - FORSCOM (III Corps) Credit Timeliness Summary

(as of 2 Oct)

Count of Days						
	1-7 Days	8-15 Days	16-30 Days	> 30 Days	Not Rcvd	Grand Total
May			3	432		435
June	6	84	83	487		660
July	8	172	128	251	4	563
August	15	328	292	213	5	853
September	19	221	17		1	258
Grand Total	48	805	523	1383	10	2769

Average Credit Timeliness

Average Demo Credit Timeliness

(as of 3 Oct 00)

	Ft. Lewis Average	Ft. Sill TRADOC (DOL) Average	Ft. Sill FORSCOM (III Corps) Average	Overall Average
Pre Demo	103			103
Week 1 (1-7 May)	74	95	96	88
Week 2 (8-14 May)	62	61	79	68
Week 3 (15-21 May)	38	43	91	57
Week 4 (22-28 May 00)	41	33	80	51
Week 5 (29 May - 4 Jun)	39	56	67	54
Week 6 (5-11 Jun)	32	48	52	44
Week 7 (12-18 Jun)	13	21	50	28
Week 8 (19-25 Jun)	39	23	36	33
Week 9 (26 Jun - 2 Jul)	26	70	51	49
Week 10 (3-9 Jul)	16	54	43	38
Week 11 (10-16 Jul)	27	22	39	29
Week 12 (17-23 Jul)	15	16	43	25
Week 13 (24-30 Jul)	17	21	28	22
Week 14 (31 Jul)	14	44	29	29
Post Week 1 (1-6 Aug)	14	27	32	24
Post Week 2 (7-13 Aug)	12	17	24	18
Post Week 3 (14-20 Aug)	8	9	14	10
Post Week 4 (21-27 Aug)	17	15	25	19
Post Week 5 (28 Aug - 3 Sep)	15	13	18	15
Post Week 6 (4-10 Sep)	7	10	11	9

Demo Site Timeliness Differences

	Ft. Lewis Difference	Ft Sill TRADOC (DOL) Difference	Ft Sill FORSCOM (III Corps) Difference
Week 1 (1-7 May)	-14	7	8
Week 2 (8-14 May)	-6	-6	12
Week 3 (15-21 May)	-19	-14	33
Week 4 (22-28 May 00)	-11	-18	29
Week 5 (29 May - 4 Jun)	-15	2	13
Week 6 (5-11 Jun)	-12	4	8
Week 7 (12-18 Jun)	-15	-7	22
Week 8 (19-25 Jun)	6	-9	3
Week 9 (26 Jun - 2 Jul)	-23	21	2
Week 10 (3-9 Jul)	-21	16	5
Week 11 (10-16 Jul)	-2	-7	9
Week 12 (17-23 Jul)	-10	-8	18
Week 13 (24-30 Jul)	-5	-1	6
Week 14 (31 Jul)	-15	15	0
Post Week 1 (1-6 Aug)	-11	3	8
Post Week 2 (7-13 Aug)	-6	0	6
Post Week 3 (14-20 Aug)	-2	-1	3
Post Week 4 (21-27 Aug)	-2	-4	6
Post Week 5 (28 Aug - 3 Sep)	0	-2	3
Post Week 6 (4-10 Sep)	-9	-4	7
Average Difference	-10	-1	10